

## Human Relations

I never did anything worth doing by accident, nor did any of my inventions come by accident; they came by work.

— *Thomas Alva Edison*

\* \* \*

Things cannot always go your way. Learn to accept in silence the minor annoyances; cultivate taciturnity and consume your own smoke with an extra draught of hard work, so that those about you may not be annoyed by the dust and soot of your complaints.

— *Sir William Oursler*

OCTOBER

Supervisor's Memory Jogger

OCTOBER

Supervisor's Memory Jogger

NAME

DEPARTMENT

You ain't learnin' nothin' when you're talkin'.

— Anonymous

1965 OCTOBER 1965

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OCTOBER 1965		Supervisor's Memory Jogger				
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### handicaps

*by Dwight W. Jennings*

When we speak of handicapped persons, usually we mean people who have lost their eyesight, hearing, a limb, or who have been crippled by disease or accident.

In a sense we are all handicapped. Each of us has mental, physical and spiritual weaknesses that limit our performance of certain functions.

In our mechanical and automated world, persons who left school before gaining a high school diploma are severely handicapped in finding steady employment. A diploma is the minimum requirement. The person who aims higher than for routine jobs must continue to study during his career, no matter how much schooling he's had.

Physical skills are equally important.

Our bodies deteriorate unless they are exercised. While persons in supervisory, administrative and executive positions are not concerned primarily with physical skills, the greater the responsibility an individual carries, the greater the demands of his bodily resources — physical and nervous.

The person who lacks hope, optimism, faith and trust, or affection for others, and who doubts and dislikes himself, has the worst handicaps.

He does not have the spiritual force that makes all development possible. This spiritual weakness handicaps him mentally and physically, as well.

The question is not who is handicapped; we all are. What is important is what we are doing to overcome our handicaps — or are we making them the excuse for doing nothing?

Many successful people are self-educated. Today's correspondence schools, night schools and libraries offer education opportunity on any level.

Exercise plus self-discipline develop physical strength. Not everyone can be an athlete, but everyone can improve his

health and physical ability.

Spiritual powers are free to all. There are no restrictions on hope, optimism, trust, affection or self-confidence, except the ones we place on ourselves.

The handicapped person is that way less because he has to be than because he chooses to be. Doing nothing to improve ourselves is the handicap most of us fail to overcome.



## WATCH FOR JOB 'STALLING'

The foreman must be alert to see that no employee "drags a job out" beyond a fair time for getting it done, says Foreman Harrison H. Rogers, San Francisco (Calif.) Airplane Overhaul Division of United Air Lines.

"Experience tells you what the average times are for doing certain work," he emphasizes.

"If you catch someone dragging his feet, suggest to the man that if he has problems he'd best 'clue you in' right away. If you always make it positive and definite, the fellow can't come to you at the end of the shift and complain that trouble occurring two or three hours before made him finish late."

Rogers also suggests that a worker known to be competent makes a good "timing indicator" for a job you may not yet have developed a feel for.

"But be careful not to make a habit of giving the tough jobs only to certain men," he warns. "There's no good reason why three or four good workers should have to carry two or three weak ones."



## ***Don't Let Women Fall Down on Job***

"Falls are the Number One cause of injuries to women," says the Long Lines Women's Committee on Safety of American Telephone & Telegraph Co. (New York, N. Y.). So, you may want to pass on these safety tips from the committee to any women you may supervise:

- Rubber or non-skid composition heel lifts worn on women's shoes mean that they will "have fewer falls."
- Women workers should not run, especially while wearing shoes with high heels or sling backs. "Doctors claim that women's bone structure is such that it makes running more hazardous for them than for men."
- They should watch their step during cold weather, when ice, snow and water "causes falls to skyrocket."
- Cigarette butts, bobby pins, paper clips, rubber bands, chewing gum, water and grease should be kept off work area floors. "Many serious and painful injuries" have resulted when women slipped on such objects.

## **Advice for Supervisors From 'Mac'**

K. A. McDANIEL



Though Kenneth A. McDaniel is now manager of 340 persons at the Lima Refinery of The Standard Oil Co. (Ohio), he's still known to many employees as "Mac," as he was when he became a first-line supervisor more than 20 years ago.

That nickname appears also on the safety hard hat he is often seen wearing. The hard hat demonstrates his serious interest in safety.

McDaniel feels "very strongly" that safety is "a line function. It's the responsibility . . . of foremen to see that safe work practices are carried out."

He says he values — and would definitely consider for promotion to higher management — a supervisor who admits he doesn't know all the answers, but who is willing to learn them — and then to take on increased responsibility.

He likes, additionally, a first-line boss

who can find constructive work for his group without expecting others to come up with something, and who uses his job time to greatest effect.

McDaniel expects his subordinates to listen carefully when they're given job instructions, and to *think* before asking questions about assignments. When he asks for results on a project, he says, he doesn't care for long-winded explanations. He wants them to be, as he is, "brief and to the point."

It's important, McDaniel concludes, that a supervisor tell the truth *all* the time. This, he says, will gain respect for him from his managers and workers, and will give his words added weight.

#### **SAFETY NOT SEPARATE**

Food for safety thought, from *Foreman*, publication of Employers Mutuals of Wausau (Wausau, Wis.): "Accident prevention is not something 'extra' or separate from the routine — but a *basic part of production for profit.*"

## ***Set 'Responsible' Safety Example***

When a supervisor uses safety equipment on the job himself and makes each of his workers responsible for reporting hazards, accidents will be reduced, says a former Washington, D. C., safety consultant.

"If the boss shows plainly that *he* won't take chances, the whole group soon will follow his lead and protect themselves routinely," the consultant adds. "Besides, the supervisor must make safety seem attractive to each of his men before the group can gain a long-term no-accident record."

To do this, the supervisor should encourage workers to understand that:

- Using safe work practices is a mark of intelligence and skill.
- Each employee has a responsibility to report any safety hazard he sees.

"When a worker does report a hazard," the expert concludes, "fast follow-up and correction of it by the supervisor will encourage others in the department to report hazards, too."

## CANADIAN FOREMEN DISCUSS SUPERVISION

Supervisory techniques of several foremen on one production line at Aluminum Co. of Canada, Ltd. (Kitimat, B. C.), were featured in an issue of *The Kitimat-Kemano Ingot*, employee publication.

Each, says the article, has a different approach to his job, but all agree "that the Golden Rule should be applied" to workman-supervisor relations. "Without a doubt, . . . this . . . is due to the fact that each started his company service from the 'ground floor,' working his way up the promotional ladder."

Foreman Ken Anderson thinks "fair play" and "discipline" are "one and the same." He notes, "If you know your men there need be no problems . . . There's a big difference between honest mistakes and deliberate disregard for work rules. A foreman must keep this in mind."

Some stressed "teamwork" as an important aim of their management methods. Karl Renhack advises that if you, as a supervisor, will "keep the picture of a team in your mind, you get to know

your men pretty well . . . This makes a man aware of his importance . . . and absenteeism is no problem at all. In a real team-minded crew, the man who makes a habit of taking a day off around payday just doesn't belong."

Poul Svendsen states that the men on the line work well together "because the men know what's expected of them, and where they stand in their relations with the supervisory staff."

Stan Johnson concludes for the group by stressing that workers must be kept informed of company plans and activities. "If there's no official information," he points out, "the grapevine is busy — and that leads to silly rumors."

Beware of the rigid minds. The man who sits back and says complacently that something cannot be done is always beaten by the enterprising fellow who makes a way of doing it.

— Lord Beaverbrook, 1879-1964



## Supervisors Seek Safety Suggestions

"Most ideas on correcting hazards in this department don't go down *to* the employees — they come up *from* them," says C. F. Archer. He is general foreman of the Chas. Pfizer & Co., Inc., Antibiotic Recovery Department (Groton, Conn.).

"The men know that safety-consciousness is for their own good, and that a safe operation is usually easier than an unsafe one. For example, an operator who must reach high to turn a valve sees that this isn't as easy as it would be with the valve lowered or a step provided. He may suggest one of these be done."

Archer says eye safety is no problem in his department.

"I think the value of eye protection was brought home to everyone, once, when a supervisor wearing splashproof goggles was hit in the face with caustic soda. His men moved pretty fast to get him to the safety shower, which was nearby. When he came out, though his body was burned, his eyes were perfect, thanks to those goggles."

## ON GUARD!

SECURITY

SAFETY



### SHORT-FUSED TEMPER CAN EXPLODE JOB

J. W. BUSH

"At the point where an officer loses his temper, he no longer is in command of himself or the situation and respect for his authority (by employees) is also lost . . . (he) cannot perform effectively," says J. Ward Bush.

Chief of plant and fire protection since 1950 at Caterpillar Tractor Co., Peoria, Ill., Bush is a veteran of about 35 years in the company's plant protection division, and is responsible for the work of 161 persons.

Stressing that "restrictions (are necessary) to secure the premises and protect personnel," he adds that "even though these rules may occasionally irritate . . . there's never an excuse for discourtesy by an officer."



Therefore, Bush declares, along with knowing his job and "natural leadership ability," an effective security man has "self-control." That is, continues Bush, he "maintains control of *any* situation, realizing fully the rights of people and using only such force as may be necessary for his own protection and to achieve his objective. People usually appreciate proper direction, but resent being driven."

However, Bush warns officers that "different circumstances require different techniques."

As an example, he cites that "a man under the influence of liquor cannot be handled in the same manner as a normal individual."

The most frequent mistake he has known security officers to make, Bush says, "is to abuse their authority either by knowingly allowing violations to occur or by making unreasonable demands."

"To overcome this," he emphasizes, "requires a thorough knowledge of both the responsibilities and limitations of the assignment (the scope of his job)."

WORK SAFE	<b>Safety-Gram</b>	PLAY SAFE
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**VP URGES TIDINESS.** To reduce accidents, "do something about things that can fall on people, trip them up or catch their fingers," says a Southern U. S. utility manager. "We could build a pretty strong case for a-place-for-everything-and-everything-in-its-place even if safety benefits weren't so important."

"Clutter is just plain wasteful. Rooting around for a tool or a part or even for information is the least profitable activity in which a business can engage."

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**KNEE PADS NEEDED.** If your men's jobs require kneeling, urge them to use a pad — as workers at Brooklyn (N. Y.) Union Gas Co. are advised by **Shore Line**, employee bulletin. Adds F. J. Lowe, zone manager: "Frequent kneeling on hard surfaces can cause painful disorders of the knees . . . It's better to sit 'Indian style' or to sit on the tool bag."

\* \* \*

**SAFETY GIMMICK.** Midwestern U. S. supervisor attaches blue, red or yellow "prize" ribbons, of the kind found at county fairs, to machines of three workers with top safe-production records each week. He finds weekly awards keep employees on their toes, stir competition. All know that having an accident or taking safety short cuts to raise production will cancel their chances of winning.



*Only the guy who isn't rowing has time to rock the boat.*

This image shows a single sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper appears to be from a notebook or a set of legal pads. The edges of the paper are slightly irregular, suggesting it might be a scan of a physical document. There is no handwriting or other markings on the page.

Does **fester** mean: (A) cherish, (B) celebrate, (C) rot?  
(See p. 47)

*Take life as you find it — but leave it better.*

[illegible]

Does **perimeter** mean: (A) equal to a half-mile, (B) one who has permission, (C) circumference? (See p. 47)







## TRAINING SCHEDULE AND SPECIAL ASSIGNMENTS

[illegible]

282      **Saturday—October 9**      83[illegible]

*Learn from others' mistakes; no one lives long enough to make them all himself.*

283      **Sunday—October 10**      82

Does **plethora** mean: (A) excess, (B) beginner, (C) luxury? (See p. 47)

*Safety is free — use it.*

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Does **odoriferous** mean: (A) disagreeable, (B) evergreen, (C) fragrant? (See p. 47)

*Common sense is genius dressed in work clothes.*

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Does **twit** mean: (A) spoil, (B) ridicule, (C) pull roughly? (See p. 47)



*The man with no problems to solve is out of the game.*

[illegible]

Does **megalomania** mean: (A) to have grand delusions, (B) to fear touching, (C) to sadden? (See p. 47)

*Things don't turn up in this world until someone turns them up.*

This image shows a single sheet of white paper with horizontal blue lines, resembling notebook paper. The lines are evenly spaced and run across the width of the page. There is no handwriting or other markings on the paper.

Does **germane** mean: (A) relevant, (B) foreign, (C) kind?  
(See p. 47)

*Next to excellence is the appreciation of it.*

*Patience is the art of hoping.*

Does **dubious** mean: (A) distinctive, (B) deadly, (C) doubtful? (See p. 47)

290

## Sunday—October 17

75

Does **sonic** mean: (A) verse form, (B) referring to sound waves, (C) invigorating drink? (See p. 47)

*No machine can replace a cheery "good morning."*

Does **turbid** mean: (A) churning, (B) cloudy, (C) furious? (See p. 47)

*He who broods over troubles may have a perfect hatch.*

Does **legerdemain** mean: (A) trick, (B) folk story, (C) midmorning meal? (See p. 47)

*Facts don't disappear because they're ignored.*

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Does **obdurate** mean: (A) forceful, (B) religious, (C) inflexible? (See p. 47)

*Opinions founded on prejudice are always maintained with the greatest violence.*

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Does **purloin** mean: (A) to steal, (B) to enjoy steak, (C) to extend a time limit? (See p. 47)



*It's cheaper to do a job right.*

Does **vitiate** mean: (A) mimic, (B) spoil, (C) strengthen?  
(See p. 47)

*Obstacles: what you see when you take your eyes off the goal.*

Does **marathon** mean: (A) boat launching, (B) series of athletic events, (C) long-distance race? (See p. 47)

*The size of a man can be measured by the size of the thing that makes him angry.*

This image shows a single sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper appears to be from a notebook or a standard sheet of stationery.

Does **pacify** mean: (A) calm, (B) sterilize, (C) deceive?  
(See p. 47)

*The brook would lose its song if all rocks were taken away.*

[illegible]

Does **voracious** mean: (A) ravenous, (B) acidulous, (C) ludicrous? (See p. 47)

*Pray for a good harvest, but keep hoeing.*

[illegible]

Does **udometer** mean: (A) rain gauge, (B) ship's instrument, (C) dentist's tool? (See p. 47)

*Faith is a willingness to work in the dark.*

This image shows a single sheet of white paper with horizontal blue lines, resembling notebook paper. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Does **horologer** mean: (A) star gazer, (B) watch maker, (C) plant expert? (See p. 47)





# notes

## NEAR-MISS ACCIDENTS

and other items to be discussed at  
Safety Meeting

### ANSWERS TO WORD GAME

- |           |           |           |
|-----------|-----------|-----------|
| p. 16—(B) | p. 29—(B) | p. 37—(A) |
| p. 17—(A) | p. 30—(A) | p. 38—(B) |
| p. 18—(C) | p. 31—(A) | p. 39—(C) |
| p. 19—(C) | p. 32—(C) | p. 40—(A) |
| p. 20—(A) | p. 33—(B) | p. 41—(A) |
| p. 21—(B) | p. 34—(B) | p. 42—(A) |
| p. 22—(B) | p. 35—(A) | p. 43—(B) |
| p. 27—(A) | p. 36—(C) | p. 44—(C) |
| p. 28—(C) |           | p. 45—(C) |

# TAP DRILL SIZES

Unified National Coarse & Fine Threads

THREAD Nominal Size	DRILL		THREAD Nominal Size	DRILL	
	Size	Decimal		Size	Decimal
0-80	$\frac{3}{16}$	.047	$\frac{1}{8}$ -20	$\frac{3}{16}$	.453
1-64	#53	.060	$\frac{5}{16}$ -12	$\frac{3}{16}$	.484
1-72	#53	.060	$\frac{3}{8}$ -18	$\frac{1}{2}$	.500
2-56	#50	.070	$\frac{1}{2}$ -11	$\frac{1}{2}$	.531
2-64	#50	.070	$\frac{3}{4}$ -8	$\frac{3}{4}$	.563
3-48	#47	.079	$\frac{3}{4}$ -10	$\frac{1}{2}$	.656
3-56	#46	.081	$\frac{1}{2}$ -16	$\frac{3}{4}$	.688
4-40	#44	.086	$\frac{3}{8}$ -9	$\frac{1}{2}$	.766
4-48	#43	.089	$\frac{3}{8}$ -14	$\frac{1}{2}$	.813
5-40	#40	.098	1-8	$\frac{3}{4}$	.875
5-44	#38	.102	1-12	$\frac{1}{2}$	.906
6-32	#37	.104	$\frac{1}{2}$ -7	$\frac{3}{4}$	.984
6-40	#34	.111	$\frac{1}{2}$ -12	$\frac{1}{2}$	1.047
8-32	#29	.136	$\frac{1}{2}$ -7	$\frac{1}{2}$	1.094
8-36	#29	.136	$\frac{1}{2}$ -12	$\frac{1}{2}$	1.172
10-24	#25	.150	$\frac{1}{2}$ -6	$\frac{1}{2}$	1.203
10-32	#21	.159	$\frac{1}{2}$ -12	$\frac{1}{2}$	1.297
12-24	#16	.177	$\frac{1}{2}$ -6	$\frac{1}{2}$	1.328
12-28	#14	.182	$\frac{1}{2}$ -12	$\frac{1}{2}$	1.422
$\frac{1}{4}$ -20	#7	.201	$\frac{1}{2}$ -5	$\frac{1}{2}$	1.547
$\frac{1}{4}$ -28	#3	.213	2- $\frac{1}{2}$	$\frac{1}{2}$	1.781
$\frac{5}{16}$ -18	F	.257	2 $\frac{1}{2}$ - $\frac{1}{2}$	$\frac{1}{2}$	2.031
$\frac{5}{16}$ -24	I	.272	2 $\frac{1}{2}$ -4	$\frac{1}{2}$	2.250
$\frac{3}{8}$ -16	$\frac{5}{16}$	.313	2 $\frac{1}{2}$ -4	$\frac{1}{2}$	2.500
$\frac{3}{8}$ -24	Q	.332	3-4	$\frac{1}{2}$	2.750
$\frac{3}{8}$ -14	$\frac{3}{8}$	.359	3 $\frac{1}{2}$ -4	3"	3.000
$\frac{3}{8}$ -20	$\frac{3}{8}$	.391	3 $\frac{1}{2}$ -4	$\frac{3}{4}$	3.250
$\frac{1}{2}$ -13	$\frac{1}{2}$	.422	3 $\frac{1}{2}$ -4	$\frac{3}{4}$	3.500

Source: Natl. Bureau of Standards Handbook H28



## DECIMAL EQUIVALENTS OF FRACTIONS

$\frac{1}{16}$	.0156	$\frac{13}{16}$	.8125
$\frac{1}{8}$	.0312	$\frac{3}{4}$	.7500
$\frac{3}{16}$	.0469	$\frac{5}{8}$	.6250
$\frac{1}{4}$	.0625	$\frac{3}{4}$	.7500
$\frac{5}{16}$	.0781	$\frac{1}{2}$	.5000
$\frac{3}{8}$	.0938	$\frac{1}{4}$	.2500
$\frac{7}{16}$	.1094	$\frac{1}{8}$	.1250
$\frac{1}{2}$	.1250	$\frac{1}{16}$	.0625
$\frac{9}{16}$	.1406	$\frac{1}{32}$	.0312
$\frac{5}{8}$	.1562	$\frac{1}{64}$	.0156
$\frac{3}{4}$	.1719	$\frac{1}{128}$	.0078
$\frac{7}{8}$	.1875	$\frac{1}{256}$	.0039
$\frac{15}{16}$	.2031	$\frac{1}{512}$	.0020
$\frac{1}{2}$	.2188	$\frac{1}{1024}$	.0010
$\frac{1}{4}$	.2344	$\frac{1}{2048}$	.0005
$\frac{1}{8}$	.2500	$\frac{1}{4096}$	.0002
$\frac{1}{16}$	.2656	$\frac{1}{8192}$	.0001
$\frac{3}{32}$	.2812		
$\frac{1}{8}$	.2969		
$\frac{3}{16}$	.3125		
$\frac{1}{4}$	.3281		
$\frac{5}{16}$	.3438		
$\frac{3}{8}$	.3594		
$\frac{7}{16}$	.3750		
$\frac{1}{2}$	.3906		
$\frac{9}{16}$	.4062		
$\frac{5}{8}$	.4219		
$\frac{3}{4}$	.4375		
$\frac{7}{8}$	.4531		
$\frac{15}{16}$	.4688		
$\frac{1}{2}$	.4844		
$\frac{1}{4}$	.5000		